

~~CONFIDENTIAL~~11 SEP 1987  
OTE 87-7672

MEMORANDUM FOR: Director of Personnel

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FROM:

[redacted]  
Director of Training and Education

SUBJECT: Tuition Assistance Program Course Report

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1 The first running of the Tuition Assistance Program [redacted] was held from 7 June through 31 July 1987. Twenty-two students, thirteen men and nine women, were selected for the course. Nineteen were in between their junior and senior year of undergraduate work. Three students had one year to go in their graduate studies.

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2. The purpose of the eight-week program was to provide an overview of the Agency and the intelligence process with the intent of interesting the students in a career with the CIA. In addition, the program provided the Agency with an opportunity to evaluate the students as potential employees. The program's more specific goal was to find candidates for the Career Trainee Program who would go

[redacted]

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4. The training took place in three locations. Three and a half weeks were spent at [redacted] Virginia, two and a half weeks were [redacted] and two weeks at the [redacted] While in Arlington, the students were housed at a local motel. Staff members and annuitants assigned to the Career Training

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Division alternated staying with the students [ ] while in Arlington. Therefore, students had access to OTE people 24 hours a day everyday of the program in case of emergencies and to answer questions. As it turned out, we did in fact have two medical cases that required trips to Leesburg Hospital.

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### Training

The training segments were presented as follows:

Orientation	3 days
Overview of the Agency	7 days
Marxism/Leninism	5 days
Priority Issues	2 days
Intelligence Community	2 days
Interpersonal Communications Skills	1 day
Overview of the DO	3 days
Operations Familiarization	12 days
Agency Culture and Course Wrap-Up	2 days
Travel and Administration Times	3 days

5. Overall, the training throughout the eight weeks, with the exception of Marxism/Leninism, received very high grades from the students.

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6. The students had tours of five facilities including the Headquarters Building, Bolling Air Force Base [ ] the Pentagon and the FBI. Exercises [ ]

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the Washington, D.C. area. Seminars were conducted to ascertain the students perceptions of the CIA early in the program and again near the end of the program to determine if the perceptions changed as a result of the course.

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7. The students especially enjoyed their stay [ ] The segment received high marks for the "hands-on" training, the practical and lively demonstrations, and support from the OTD staff.

8. Five time periods were reserved for meetings with OP-assigned student counselors. During these sessions, each counselor met with his/her counselees to discuss problems, perceptions, career decisions, etc. Many counselors also set up additional meeting times, usually for lunch or dinner.

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25X1 9. The only low point in the training was the segment on

10. Mention should be made of the tremendous support received from instructors in OTE and speakers throughout the Agency in contributing to the success of the program. Considering this was the first running of the program, along with skepticism many people felt about it, this support was a positive reflection of the "can do" attitude. In addition, cooperation between OTE and the staff at Career Trainee Division, Office of Personnel was remarkable. The people in Personnel are to be commended for selecting such fine candidates and handling the massive administrative details required to make this program work.

Recommendations

Training:

25X1 1. Eight weeks is to long. Six or, at the most, seven weeks would be more appropriate. I suggest two weeks of Agency orientation in the D.C. area, two weeks of operations familiarization [ ] and two to four weeks working on the job similar to summer interns. This schedule would provide a more solid course content up front, give students more "real world" Agency experience, to some extent allow us to evaluate them "on the job" and reduce duplication with the CTDC (see item #2 below). [ ]

25X1 2. Duplication of content in the program with that of the CTDC was a concern of both the CT staff and the students. While the two and a half weeks [ ] provided the students with a taste [ ]

25X1 [ ] the remaining five and a half weeks of the program at times

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25X1 duplicated the content of the soon-to-be-six-week Career Trainee Development Course. We strongly believe, however, that returning students should take the CTDC because there is a greater amount of material presented in the CTDC, including all the exercises, which were not covered in the summer program. Where there is duplication of subject matter, it is presented in greater depth in the CTDC. In addition, much of the information presented in the summer program will be forgotten over the year. Finally, we want these students to participate in the CTDC to bond them with the rest of the CT class. Therefore, while efforts will be made to make the summer program unique, not all duplication can be eliminated nor should it be.

3. The students suggested more small group sessions and exercises and fewer stand-up briefings. This is a perennial problem which we now have a year to work on before the next running. Alternative means of instruction and self-study methods will be considered.

4. The Marxism/Leninism segment must be revised. The subject matter must be made more relevant to the work of intelligence and the nature of the Marxist threat clarified. The segment requires two or three days at the most. Also, if a significant amount of unclassified reading is required, the material should be provided to the students before the program begins.

5. The personal security segment, which was unexpectedly dropped from the summer program, should be included, with modifications, in the next program.

6. Recommendations concerning the operations familiarization segment are attached (provided by OTD/OTE).

Personnel/Administration

1. We recommend that the training in the Washington area be conducted exclusively   
This facility is first class for instruction, the housing arrangements are fine, the recreational facilities are top notch and the staff cooperative. We foresee difficulties, -- and a less effective program -- if, as suggested, the

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25X1 course venue is shifted [ ] It would be  
25X1 difficult to get speakers [ ] for a single presentation  
and I fear the students would go stir crazy there without  
25X1 recreational outlets. Similarly, while a motel in the  
Arlington area is convenient to DC, it presents more of a  
cover/security problem. [ ]

2. The students recommend that we begin the program later in the summer, perhaps mid-late July. This would allow them to find a job for a couple of months in the summer before the program begins and will avoid the interruption of the July 4th holiday.

3. Assessment and evaluation interviews should be done before the students arrive or at least a preliminary A&E conducted beforehand in order to identify people with potential problems early on.

4. The students need to have a better understanding of the need for spending money. An estimated amount of money needed by each student to cover the first four weeks of the program should be presented in the acceptance letter. An alternative worth considering would be a cash salary advance to all trainees.

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Conclusion

Despite some administrative rough edges, the first running of the Tuition Assistance Program was a resounding success. Prior to the program, there was apprehension in the Agency concerning the age of the students and whether they were mature enough to handle the classified information they would be exposed to. Once underway,

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personnel officers, instructors and speakers were impressed with the students' ability, their enthusiasm, their willingness to take responsibility, and their positive attitude toward the Agency.

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Distribution:

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